

*Published for the employees and families of the  
Navy Public Works Center San Diego  
Vol.37, No.1*

# *The Centerline*

*First Quarter 2001*

*35 Years of Federal Civil Service*



*Shirley Harpenau*

*Employee of the Year*



*Susan Campbell*

*Safety Employee of the Year*



*Christina Graulau*

# Top Side Quality Line

Dear PWC Teammates,

The business sections of newspapers and trade magazines are full of stories these days of companies forming strategic partnerships, merging with their competitors, going out of business or successfully expanding their market share. The common thread found within all of these events is the competitive edge each company brings to the table. You either have it or you don't. In most companies, that competitive edge is the same one we focus on at the Center: customer service.

In the private sector, customer service is often the difference between a successful company and a bare storefront. In our business, customer service is our life's blood. We build our reputations every day with our clients by providing world-class customer service. That's our daily challenge, to provide our clients with the best public works services and products available. And that's exactly what we do.

In the last several months we have achieved several milestones at the Center that heralds our arrival at a new level of client focus. Here are a few of examples: PWC San Diego received the Bronze Level Eureka Award for Performance Excellence from the California Council for Quality and Service and the California Center for Quality, Education and Development, which is the California



version of the President's Quality Award; as part of the Navy Region Southwest team, we received an Excellence in Energy Award from the San Diego Business Journal for spearheading energy conservation, and our Environmental Department received Vice President Gore's Hammer Award, for reinventing their processes that saved nearly \$4 million per year for clients. If you ever want to see a happy client, just tell them you're saving them \$4 million, you'll get all the business you can handle.

The significance of the recognition mentioned is validation that we are on the right path. We are focusing on our clients and their needs and providing them world-class customer service. The recognition I've mentioned is testament to that fact. Are we all world class yet? Of course not, the journey is long and far from over.

*The Centerline*  
Navy Public Works Center  
San Diego, California  
Volume 37, Number 1

## **The Centerline**

*The Centerline* is published in the interest of personnel of the Navy Public Works Center, San Diego.

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We are on the right path, though. Keep providing the best customer service you can and you'll give us that competitive edge we need to achieve our vision. Without it, we're an empty storefront. With it, the horizon is endless.

Sincerely,

A handwritten signature in black ink, which appears to be "J. Surash". Below the signature is a simple line drawing of a smiley face with two dots for eyes and a curved line for a mouth.

# Navy Public Works Center San Diego Bids Adieu to 35-Year Federal Service Veteran

By: The Public Affairs Office

**M**s. Shirley L. Harpenau, the Total Quality Executive with the Navy Public Works Center (PWC) San Diego retired this past January with 35 years of federal civilian service.

Beginning her career as a temporary GS-02 clerk-typist after graduating high school, Ms. Harpenau went to work for PWC's Administration Office at the former 32<sup>nd</sup> Street Naval Station. After three and a half decades of rising before dawn, and more often than not getting home long after sunset, major life-style changes are in the wings.

"The first day (of retirement) I plan on sleeping in until the sun comes up, exercise and," said Ms. Harpenau, clearly relishing the thought, "go to Viejas and win a bundle!"

A three time Meritorious Civilian Service Award recipient, Ms. Harpenau was again honored with a Superior Civilian Service Award during her retirement ceremony, the second highest civilian service award given by the Navy. Recognized for her outstanding career achievements and service to the Navy, Ms. Harpenau followed a simple rule of thumb during her tenure.

"Offer a helping hand, whether it's your job or not, because everyone needs help now and again," Ms. Harpenau said. "It doesn't matter if it's something as simple as making coffee when you notice the pot is empty or as complicated as researching information for a CO (Commanding

Officer's) report. You should foster working relationships, it makes a difference."

Within three months of joining PWC as a clerk-typist, Ms. Harpenau transferred to the Material Department, where she began her climb up the corporate ladder, advancing to the position of Director of Operations. For a short period of time Ms. Harpenau left PWC to work for a sister command, the Naval Facilities Engineering Command Field Support Office, as a Supply Management Analyst. Changes and opportunities over the course of her career may be a blur today, but Ms. Harpenau always took advantage of those within reach.

"Never underestimate your own ability," said Ms. Harpenau, as she reflected upon her years of service. "Step up to the plate, take your swing and be accountable."

By 1985, PWC offered and Ms. Harpenau accepted the top job as Department Head in the Material Department. A year later, she was recognized with a Tribute to Women in Industry Award from the YWCA, for professionalism and contributions as the leader of that department. Considered a role model by many for women in business, Ms. Harpenau received a tribute during her retirement luncheon from a group of young



*Shirley with son, Greg and husband, Ken.*

women, who are presently pursuing degrees and careers of their own. They first met more than ten years ago while on a visit to PWC and attribute their career paths in part to Ms. Harpenau's lasting impression.

By the mid-nineties Total Quality Leadership (TQL) had become one of the guiding principles to managing business processes at PWC. Having already institutionalized the practice of managing her department upon these principles, Ms. Harpenau followed her instincts to never underestimate her own ability and accepted the position of Total Quality Executive for the entire PWC. The position fit like a glove.

"Shirley was the conscience of the command," said Assistant Chief of Staff for Facilities of Navy Region Southwest and Commanding Officer of PWC, Capt. Jack Surash, Civil Engineer Corps, USN. "From my perspective, she is the heart and soul, too."

*continued on page 4.*

# Navy Public Works Center, San Diego

## Recognized for Performance Excellence

**By: Manny Hernandez**  
**TQ Coordinator**

Last October you may have noticed a group visiting the various sites reviewing documentation and asking questions about PWC. These were examiners from the California Council for Quality and Service (CCQS). They were judging PWC for possible recognition at their annual California Awards for Performance Excellence conference.

CCQS is a nonprofit foundation administered by a professional staff under the leadership and direction of a Board of Trustees. Their mission is to help California's private and public organizations achieve world-class services and products through principles of performance excellence. The Eureka Award for Performance Excellence and the

U.S. Senate along with the U.S. Senate Productivity Award for manufacturing are the two highest awards presented by CCQS. The Eureka Award recognition is made at three levels - Bronze, Silver and Gold, with Gold being the highest level.

Thanks to the outstanding work of all the men and women making up the PWC team, we were awarded the Eureka Award, Bronze Level. PWC will be one of four organizations, and the only military organization, in California to be recognized in 2001 for this prestigious award.

It is noteworthy that this is PWC's first application for this award. While this is a testimony to all your quality efforts, especially



in a time of great change, the bigger rewards are in the opportunities for improvement provided by the examiners. These have been included into PWC's strategic action plans as we continue on our journey towards world-class performance.

Congratulations Team PWC.

For more stories visit the Intranet at <http://www.pwc.pwcsd.navy.mil/>

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*Veteran from page 3.*

In addition to the service award, Ms. Harpenau received letters of congratulations from California Governor Gray Davis, San Diego Mayor Dick Murphy, and from Mayor Shirley Horton, from Ms. Harpenau's hometown of Chula Vista.

Ms. Harpenau and her husband, who is recently retired, will remain in Chula Vista as they enter the next chapter of their lives. Plans include the usual travel and spending more

time with family and friends that dual income homes seem to try to catch up on in retirement. And Ms. Harpenau plans to continue with her volunteer work, an activity that has always been a part of her life in the surrounding community, as well as at PWC.

In spite of working with the Navy for nearly 35 years, Ms. Harpenau, a native San Diegan, had never set foot on a navy vessel. As a final tribute to a long and dedicated career, Ms. Harpenau was given a tour of one

of the Navy's finest aircraft carriers, the USS CONSTELLATION (CV-64). She was also invited to take a tour of the harbor in a tugboat, and escorted the USS HARPER'S FERRY (LSD-49) into port from a week at sea. After 35 years of federal service no one could ask for a better ending. "I guess I was saving the best for last," said Ms. Harpenau, staring out over the horizon. Fair winds and following seas.



# Navy Public Works Center Environmental Department Awarded Vice President Gore's Hammer Award

**By: N. Scott Sutherland**  
**Public Affairs Officer**

*Rear Adm. Frederic R. Ruehe, holding former Vice President Al Gore's Hammer Award, is flanked by Commanding Officer of Navy Public Works Center San Diego, Capt. Jack Surash, (far left), Hammer Award recipients; Fred Essig, Bob Stettler, Tim Shields, PWC Environmental Business Line Manager Steve Sanford, Rod Soule, Marlene Dean, Jerry Fee, Mrs. Russ Caldwell, and Bill Hagen.*



**R**ear Adm. Frederic R. Ruehe, Commander Navy Region Southwest, presented the Vice-President Gore Hammer Award to the Environmental Department of the Navy Public Works Center, San Diego (PWCSO) during a ceremony aboard Naval Base Coronado in January.

The Site Characterization and Analysis Penetrometer System (SCAPS) team, a division of the Environmental Department at PWCSO, is charged with performing below ground sampling

and analysis of potentially contaminated soil. The SCAPS Team's innovative approach to reinventing their work processes reduced costs by more than \$3.7 million per year for clients, thereby capturing Vice President Gore's Hammer Award.

Accepting the Hammer Award on behalf of the SCAPS Team was Division Director Rod Soule. The Hammer Award is presented to teams of federal employees who make considerable

contributions in support of reinventing government principles. It was created in response to the infamous purchase of \$400 hammers many years ago. The Hammer Award is made up of a \$6.00 hammer, a piece of ribbon and a note from the Vice President, all wrapped up in an aluminum frame.

The SCAPS Team is making a habit of being recognized for their outstanding results as they continually improve their work processes. In 1999, the San Diego State University Institute for Quality and Productivity awarded the Team from PWCSO with a Significant Achievement Award, the second highest given by the Institute that evaluates local companies and businesses on their quality initiatives.



# Operational Risk Management

By: “T” Gogue, Code 135  
PWC Cultural Safety Coordinator

Operational Risk Management? What is this, a new Navy term? Well, actually, you are pretty much correct. The Chief of Naval Operations via the Naval Safety Center has introduced Operational Risk Management, commonly referred to as ORM, to us. Many of you have probably been introduced to ORM as recently as within the past year or two. I would venture to say that just about all of you have used ORM and did not even know it. It is a well-known fact that approximately 80 percent of all mishaps that occur were caused by the employee error in judgment or unsafe practice and not the equipment or the tool. That means that 8 out of 10 mishaps could have been avoided. For those of you that would like a further look at ORM and it's process I would like to take a few minutes of your time. Once you are familiar with the process I'm sure that you can apply it to something as simple as going on a trip. And the great thing about ORM is that you can apply it to just about every task you take on at work as well as at home. Let's begin by referring to a quote a very dear friend of mine would

always ask “*Tell me about the process.*”

First, **ORM is decision-making tool** that we can utilize in assisting us to increase job performance effectiveness by anticipating hazards and reducing the potential for loss, thus increase the probability of a successful job assignment.

Second, **it increases our ability to make informed decisions** by providing the best baseline of knowledge and experience available.

And third, **it minimizes risks to acceptable levels**, commensurate with job accomplishment. The amount of risk we will take in a job that has to be completed as soon as possible is greater than that of a job that is not hurried. In both situations application of the Operational Risk Management process will reduce mishaps, lower costs, and provide for more efficient use of resources.

Terms we need to become familiar with when employing ORM are Hazard, Risk, Risk Assessment and, of course, Operational Risk Management. Let's take a quick look at these terms.

**Hazard** – A condition with the potential to cause personal injury or death, property damage or job

degradation.

**Risk** – An expression of possible loss in terms of severity and probability.

**Risk Assessment** – The process of detecting hazards and accessing associated risks.

**Operational Risk Management (ORM)** – The process of dealing with risk associated with job operations, which includes risk assessment, risk decision making and implementation of effective risk controls.

The **five-step process** for ORM is:

## **1. Identify Hazards** –

Begin with a list of major steps in the operation or job assignment. List all of the hazards associated with each step in the operational analysis along with possible causes for those hazards.

**2. Assess Hazards** – For each hazard identified, determine the associated degree of risk in terms of probability and severity. The use of a matrix may be helpful in assessing hazards.

## **3. Make Risk Decisions** –

First, develop risk control options. Start with the most serious risk first and select controls that will reduce the risk to a minimum consistent with the job assignment. With the selected controls in place, decide if the benefit of the tasks outweighs the risk. If risk

outweighs benefit or if assistance is required to implement controls, communicate with higher authority.

#### 4. Implement Controls –

The following measures can be used to eliminate hazards or reduce the degree of risk. These are listed by order of preference:

a. **Engineering Controls** – Controls that use engineering methods to reduce risks by design, material selection or substitution when technically or economically feasible.

b. **Administrative Controls** – Controls that reduce risks through specific administrative actions such as:

1. Providing suitable warnings, markings, placards, signs and notices.
2. Establishing written policies, programs, instructions and standard operating procedures (SOP).
3. Training personnel to recognize hazards and take appropriate measures.
4. Limiting the exposure to a hazard (either by reducing the number of personnel/assets or the length of time they are exposed).

c. **Personal protective equipment** – Serves as a barrier between personnel and a hazard. It should be used when other controls do not reduce the hazard to an acceptable level.

**5. Supervise** – Conduct follow-up evaluations of the controls to ensure they remain in place and have the desired effect. Monitor for changes,

which may require further Operational Risk Management.

In summary, the four principles of Operational Risk Management are:

- Accept risk when benefits outweigh the cost.
- Accept no unnecessary risks.
- Anticipate and manage risk by planning.
- Make risk decisions at the right level (before you start the activity).

Let's employ ORM on something as simple as a road trip. Here is the scenario:

You and I are both originally from Vacaville, California. We have submitted our leave chits for a three-day period. We are going to drive home to Vacaville. The trip is about 1,400 miles round trip and will take about 10 hours to drive. We need to be back to work on the fourth day because we have a very hot job to get started on.

#### Step 1 of 5 – Identify Hazards

- Get back late for work
- Fall asleep while driving
- Car breakdown
- Speeding
- DUI
- Run out of money
- Road construction

#### Step 2 of 5 – Assess the Hazards

- |                             | RAC |
|-----------------------------|-----|
| • Get back late for work    | 4   |
| • Fall asleep while driving | 2   |

- |                     |   |
|---------------------|---|
| • Car breakdown     | 3 |
| • Speeding          | 1 |
| • DUI               | 2 |
| • Run out of money  | 3 |
| • Road construction | 4 |

#### Step 3 of 5 – Make Risk Decisions

- |                             | RAC |
|-----------------------------|-----|
| • Speeding                  | 1   |
| • DUI                       | 2   |
| • Fall asleep while driving | 2   |
| • Car breakdown             | 3   |
| • Run out of money          | 4   |
| • Get back late for work    | 4   |
| • Road construction         | 4   |

#### Step 4 of 5 – Implement Controls

- **Speeding**  
Utilize cruise control.  
Driver and passenger monitor speed.  
Observe speed limit signs.  
Look over shoulder and rear view mirror for CHP.
- **DUI**  
No alcohol consumption 2-3 days before the trip.  
No alcohol consumption at all during the trip.
- **Fall asleep while driving**  
Leave in the morning.  
Get a good nights sleep.  
Periodically change drivers.  
Pull over for rest stops every 2-3 hours.

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*Risk Management from page 7.*

- **Car breakdown**  
Get a complete vehicle maintenance check prior to the trip. Personally check all fluid levels and tire pressure. Recheck vehicle levels during rest stops.
- **Run out of money**  
Each person bring \$50-\$100 cash.  
Each person bring a major credit card.
- **Get back late for work**  
Leave no later than 11 hours to allow for ample drive time.  
Call CHP to check on

any road construction or hazards.

- **Road construction**  
Covered under risk assessment number 4.

**Remember to:**

- Enforce controls.
- Monitor effectiveness of controls.
- Evaluate and adjust controls as the situation changes.
- Ensure all personnel are familiar with the controls.
- (Change) will present new RISK. If there is a change, a time critical process may have to be performed on the spot.

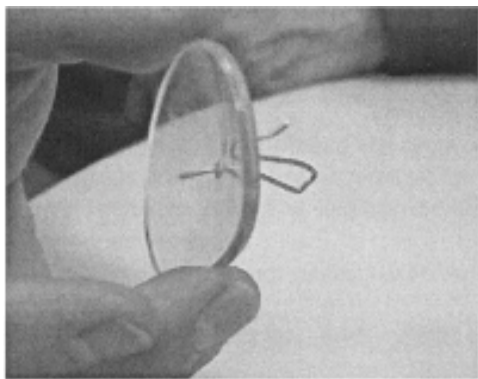
**Step 5 of 5 – Supervise**

- Are the controls effective? If not, reassess the controls.
- Are there any changes? If yes, implement the changes.
- Continue to supervise until we reach our destination.

There you have it. ORM can really be employed in most of our daily tasks or assignments. I'll bet you've already been using ORM and didn't even know it. For more info on ORM please do not hesitate to give me a call at (619) 556-1551. Be on the lookout for a video that will be heading your way with a review on the *"Operational Risk Management"* process.

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## ***Is Your Eyesight Worth the Risk of Not Wearing Your Safety Glasses?***



**A**s a result of Boeing's Safety Glasses Program, an employee began encouraging his eighteen year old son, who worked in construction to wear safety glasses on the job. At first, his son was not receptive

and stated he felt did not need them because they got in his way and he felt he wasn't going to get hurt. However, while cutting gutter material, aluminum dust got into the youngman's eyes and again the employee told his son he really needed to wear the safety glasses because the safety glasses would

protect his eyes. His son finally relented and started wearing the safety glasses. During the first or second week the son was applying some siding with an air powered staple gun. He fired a staple into a metal plate behind the siding and

it ricocheted back towards his face. The staple hit with such force that the frames on the safety glasses were cracked and the son received bruises on his eyebrow and cheekbone from the impact and one prong of the staple actually penetrated the safety glasses' lens (see picture on the left). The safety glasses definitely saved his eyesight and prevented a very serious and nasty injury. It possibly saved his life. Where will your safety glasses be at the time of the next mishap?

Supervisors, I urge you to continue to encourage your folks to wear the appropriate PPE while on the job!



# Cindy Corrigan takes the reins for Quality Office

**By: N. Scott Sutherland**  
**Public Affairs Officer**

**A**fter a five-plus year stint at PWC Yokosuka, Japan, Ms. Cindy Corrigan returned to San Diego for a brief period at the Public Works Field Support Office in La Mesa before joining PWC San Diego in January as our Quality Advisor. Ms. Corrigan takes over from Shirley Harpenau, who retired and was last seen heading toward the gaming tables at Viejas.

Ms. Corrigan came to San Diego from Virginia Beach in the early 70s, discovered beach weather in January and stayed. She graduated from the University of LaVerne with a B.S. in Psychology and a B.A. in Liberal Arts, Human Resources Management, from San Diego State University. In addition to her brief stint as a Business Operations Analyst with the Field Support Office in La Mesa, Ms. Corrigan held positions as Supervisory Management Analyst at PWC Yokosuka; as Personnel Staffing and Classification Specialist, PWC Yokosuka; and as an Equal Employment Specialist for HRO, PWC San Diego.

"Although I have been here only a short time as Quality Advisor," said Ms. Corrigan, "I do have a couple of short term goals I think we can reach quickly. One of them is for me to meet with the product and

service lines and find out what their thoughts are on the things we do well and the things we need to focus our energies on improving."

One of the techniques that Ms. Corrigan will employ to help those who wish to identify which processes need improving right now is something called 7 MP. It's a quality improvement tool used to prioritize the often too ambitious list of things that need to be worked on in the Center.

"I see myself in a supporting role, helping the product and service line managers to prioritize and work on the things that need fixing, and working with the business line managers to allow the time necessary to make those changes and improvements. Everything can't be instant pudding," Ms. Corrigan said.

Beginning in February, Ms. Corrigan began her own ambitious meeting schedule, setting up site visits with all the business lines throughout the Command, which she hopes to complete by the end of March. Information learned from those meetings will help her determine long-range goals from a quality perspective.

"One of the keys to our goal setting exercise is to continually reaffirm our



foundation of making principle-centered decisions throughout the command. I believe that as we move toward our vision it is critical that everyone understands how valuable their contribution is as we attempt to reach world class status," Ms. Corrigan said. "We'll get there together, but no one gets there alone."

Welcome aboard, Cindy!

# PWC Presents Special Gift to Education Partner Lindbergh-Schweitzer Elementary School

By: The Public Affairs Office



Students from kindergarten to grade six took part in the holiday gathering, which has become a tradition since PWCS D was established. Part of the program includes the presentation of a financial gift and the arrival of Santa and Mrs. Claus. The Center presented a gift of \$5,000 to the school this year. Volunteers for the part of Santa and Mrs. Claus were Bobby Hughes and Sandy Callahan.

For over 40 years the employees at the Navy Public Works Center, San Diego have worked together to make Christmas special for the Lindbergh-Schweitzer School. The Center employees graciously give because they know they are making a difference in the life of a

child. PWC's financial gift helps with transportation costs for field trips and provides essentials, i.e. sound systems and assembly chairs that will assist the school as a whole.

Center volunteers from various professional, technical, trade and administrative positions work together all year to provide the Lindbergh-Schweitzer Elementary School a gift every year. Employees also participate in the Junior Achievement Program, the Junior Olympics event and the Rolling Reader Program at Lindbergh-Schweitzer.

PWC's committee chair for calendar year 2001 is Mr. Fran Van Horn, Maintenance Business Line Manager. Volunteers plan to participate in upcoming events such as the Junior Achievement Bowl-a-thon, Junior Achievement Community Learning Program and the Junior Olympics event at the end of the school year.

Every year the students at Lindbergh-Schweitzer Elementary School put on a program for their Partners in Education. This year's musical performance "The Nutcracker" directed by Mary Lou Baranowski, was a delight to all who were in attendance.



For more stories visit the Intranet at <http://www.pwc.pwcsd.navy.mil/>

# Christina Graulau

## Safety Employee of the Year for 2000

By: T. Gogue  
PWC Cultural Safety Coordinator

Christina Graulau, Safety Employee of the Quarter for the Third Quarter, recently was recognized as Safety Employee of the Year 2000.

Christina demonstrates exceptional support for the Center's Safety Program and objectives. She handles all safety concerns, and program requirements for the Industrial Oily Waste Treatment Division. Christina coordinates all safety meetings between Environmental Department, PWC safety, and the CNRSW regionalized safety group. She is very proactive in attempting to comply with all safety directives, as well as trying to resolve inconsistencies between various safety directives. Environmental employees feel

very comfortable bringing any safety or ergonomic concerns to her because they are confident she will quickly follow through to find the answer. Christina's knowledge of safety matters, her willingness to handle any safety issues that arise and her positive attitude, have been of great value to our safety program.

Christina is instrumental in execution of Code 980's safety stand-up meetings. She routinely takes it upon herself to research safety topics for presentation at stand-up meeting. She has gone out of her way to identify training materials, such as videos, for presentation as well as bringing guest speakers.

Christina exhibits a leadership role in job site safety awareness. First,

"leading by example", she always wears the proper PPE and uses the appropriate safety equipment, with documentation of proper equipment maintenance and calibration. Additionally, she routinely conducts site safety monitoring of various Code 980 projects. As part of this process, she has performed personnel monitoring for exposure to toxic chemicals, dust, and noise, with the purpose of building a database of safety information for different project "types".

Congratulations, Christina on receiving the Safety Employee of the Year award!



## Maintenance Superintendents

By: Cmdr. Dave Fleisch  
Production Officer

An organizational change in the Maintenance Department was made at the beginning of this year that is designed to improve the quality of response and service for our clients. At each site we have assigned a Maintenance Superintendent. The Maintenance Superintendent reports to the complex Public Works Officer (PWO) and has "operational control" over the Maintenance Business Line shop forces at their site.

The Maintenance Superintendents are:  
**NAVBASE San Diego**  
Pete Vera

**NAVBASE Coronado**  
Cliff Sindles  
**NAVBASE Pt Loma**  
Troy Hooks  
**MCAS Miramar**  
Bill Rouse

Additionally, we have established Product and Service Line Managers for each of the Product Lines within the Maintenance Business Line. The Product and Service Line Managers are focused on the business aspects of their Product and Service Line and provide policy, guidance, and resource assistance as necessary to the Maintenance Superintendents. The Product and Service Line

Managers are:  
**Emergency/Service**  
Charley Dibble  
**Recurring**  
Bruce Thomas  
**Facility Alteration & Repair**  
Steve Ellis  
**Virtual**  
Larry Williams  
**Technical Services**  
Don Etheridge  
**Facility Condition Assessment**  
Steve Crover

Organizationally, the shop supervisors at each site report to the Maintenance Superintendent, not the Product and Service Line

*continued on page 12.*

# Susan Campbell is Employee of the Year for 2000

By: S. Patrick



**S**usan Campbell, a management analyst with the Facility Alterations and Repair Product Line, has been selected as Employee of the Year for 2000. Ms. Campbell was also

selected Employee of the Quarter for the Third Quarter 2000. Ms. Campbell received recognition for her exceptional contributions as an employee of the Navy Public Works Center, San Diego. Navy Public Works Center Commanding Officer Capt. John Surash presented Ms. Campbell her recognition award during a ceremony at PWC's Headquarters.

Ms. Campbell's supervisor Steve Ellis speaks highly of her performance: "Ms. Campbell's dedicated efforts and outstanding abilities helped smooth the

implementation and transition for Code 570 when Naval Air Station Miramar became Marine Corps Air Station Miramar. Her desire to see the overall work unit succeed, her inherent teamwork skills, and flexibility makes her an outstanding role model for all employees. Ms. Campbell's knowledge of maintenance functions and responsibilities was helpful in assisting the development of several new initiatives for the Facility Alterations and Repair Group."

Congratulations, Susan for a job well done!

*Superintendents from page 11.*

Manager. This allows the Maintenance Superintendent direct control of daily operations, but with flexibility to reach elsewhere for resources as necessary. The Product and Service Line Managers and Maintenance Superintendents meet weekly to ensure coordination of resources and communication across sites and product lines.

This is a great example in the use of habit 1 – "Be Proactive" in our journey to become the "World-Class" provider of Public Works Services by involving our clients in an effective Team approach to service.

## Command Evaluation Notes

By: Carol Woolley  
Program Analyst

1. Did you know that three of our teammates are no longer employed by PWC? They were issued removal letters for improper/fraudulent use of the Government Purchase Card. In all cases, they were required to pay money back to PWC.

2. Did you know that several of our current and former teammates are under investigation by NCIS and the FBI? If you're thinking of using the Government Purchase Card for personal use, **DON'T**. You will get caught! It isn't worth losing your job, your retirement benefits, and it certainly isn't worth being criminally prosecuted.

3. Did you know that three of our former teammates thought if they left PWC they would have some "free" money and wouldn't have to settle their travel card debt? **WRONG!** They were required to "PAY UP." Transferring to another Command or leaving the government does **NOT** get you off the hook, but it does put a black mark on your record when your new Command becomes aware of your misdeed.